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**DETERMINANTS OF JOB PERFORMANCE AMONG
ADMINISTRATIVE STAFFS IN A PRIVATE HIGHER
EDUCATION INSTITUTION**

By

THIBASHINI MANIAM



UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
December 2018**

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ADMINISTRATIVE STAFFS IN A PRIVATE HIGHER EDUCATION
INSTITUTION**



By

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UUM
Universiti Utara Malaysia

**Thesis Submitted to School of Business Management, Universiti Utara
Malaysia, in Partial Fulfilment of the Requirement for the
Master of Science (Management)**



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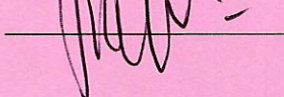
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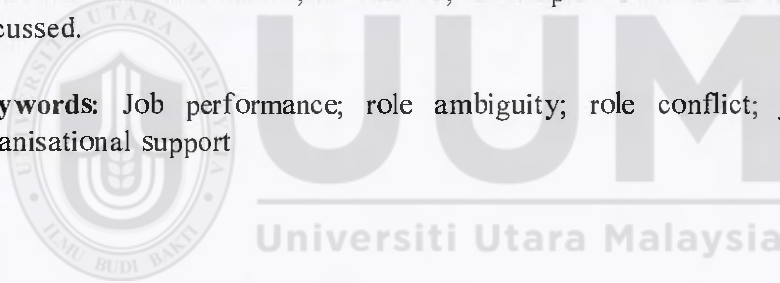
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ABSTRACT

This study examined the determinants of job performance among the administrative staffs in a private higher education institution. Specifically, the objectives were: (1) to investigate the influence of role ambiguity on job performance; (2) to determine the influence of role conflict towards job performance; (3) to examine the influence of job control towards job performance; and (4) to study the influence of organisational support towards job performance. In this cross-sectional study, 123 administrative staffs were used as sample size to conduct the study. The independent variables (i.e. role ambiguity, role conflict, job control and organisational support) and job performance was measured using standard questionnaires provided by researcher adopted from previous studies. The data obtained were analysed by using the software of Statistical Package for the Social Science (SPSS) version 21. The result showed that job performance was influenced by three variables; role ambiguity, role conflict and job control. Meanwhile, it was found through the study that organisational support does not support the hypothesis as the study showed that the organisational support is negatively related to job performance. Contributions, limitations, and implications of the study are also discussed.

Keywords: Job performance; role ambiguity; role conflict; job control, organisational support



ABSTRAK

Kajian ini mengkaji penentu prestasi kerja di kalangan kakitangan pentadbiran dalam institusi pendidikan tinggi swasta. Secara khususnya, objektif adalah: (1) untuk menyiasat pengaruh peranan kekaburan terhadap prestasi kerja; (2) untuk menentukan pengaruh peranan konflik ke arah prestasi kerja; (3) untuk memeriksa pengaruh kawalan kerja terhadap prestasi kerja; dan (4) untuk mengkaji pengaruh sokongan organisasi terhadap prestasi kerja. Dalam kajian keratan rentas ini, 123 kakitangan pentadbiran telah digunakan sebagai sampel untuk menjalankan kajian. Pembolehubah bebas (iaitu peranan kekaburan, peranan konflik, kawalan kerja dan sokongan organisasi) dan prestasi kerja diukur dengan menggunakan soal selidik standard yang disediakan oleh penyelidik yang diambil daripada kajian sebelumnya. Data yang diperolehi dianalisis dengan menggunakan perisian Statistical Package for Social Science (SPSS) versi 21. Kajian ini menunjukkan bahawa prestasi kerja dipengaruhi oleh tiga pembolehubah; peranan kekaburan, peranan konflik, dan kawalan kerja. Di samping itu, didapati melalui kajian bahawa sokongan organisasi tidak menyokong hipotesis di mana kajian menunjukkan bahawa sokongan organisasi mempunyai hubungan negatif dengan prestasi kerja. Sumbangan, batasan, dan implikasi kajian turut dibincangkan.

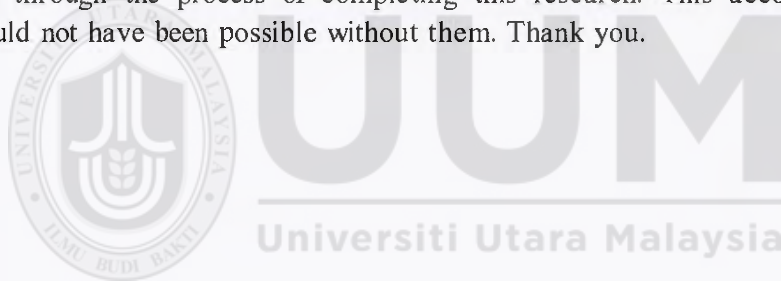
Kata Kunci: *Prestasi kerja; peranan kekaburan; peranan konflik; kawalan kerja; sokongan organisasi*

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DEDICATION

To my soulmate, Prabu Manikam, for all your unconditional love and support.



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CHAPTER1

INTRODUCTION

The chapter summarises the background of the study, the statement of problems, the research questions, the research objectives and the significance of the study, together with the scope.

1.1 Background of the Study

The National Mission and 11th Malaysia Plan outline the country's vision in transforming Malaysia into a high-income knowledge-based economy and central of education hub in this region by 2020 (The Star, 2012). For higher education, these goals were articulated in the Malaysia Education Blueprint 2015-2025. To materialise the vision, intense development in the Malaysia private higher education institutions are observed. These developments include an increase in the numbers of public and private universities, increase in the offering of courses by higher education institutions in various fields, rapid growth of student enrolments, increased use of internet and web-based teaching, more rigorous assessment and evaluation system, additional government and private funding with additional research opportunities (Ahmad, 1998; Din, 2001; Hassan, 2001; Kamsari, 2007; Ministry of Higher Education, 2012).

The Government of Malaysia acknowledges the role of the private sector in its education hub. The private education segment of Malaysia is a force to be counted for its liberal growth in the region and is in control of raising the country

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APPENDIX A

RESEARCH QUESTIONNAIRE



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ACADEMIC RESEARCH QUESTIONNAIRE

I am a Master Degree candidate at Universiti Utara Malaysia, currently I am working on my master dissertation titled "A Study on the Influence of Job Stress on Job Performance: Role of Organisational support as Moderator".

Thank you for your participation in this survey. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be kept as confidential.

Thank you in advance for taking your valuable time to fill in this questionnaire. Should you have any questions please do not hesitate to contact me.

Yours sincerely,

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Section A

Instruction: Please fill the empty space and mark “√” in the appropriate box.

1. Gender?

☐ Male ☐ Female

2. Your age: _____ years old

☐ 18-21 ☐ 22-25 ☐ 26-29
☐ 30-33 ☐ 34-37 ☐ 38 and above

3. Marital status

☐ Single ☐ Married
☐ Others

4. Race

☐ Malay ☐ Chinese
☐ Indian ☐ Others

5. Religion

☐ Islam ☐ Christian ☐ Buddha
☐ Hindu ☐ Others

6. Highest education level?

☐ SPM/STPM ☐ Cert/Diploma ☐ Degree ☐ Master/ PhD

7. Length of working in current job: _____ years

☐ 1 - 3 ☐ 4 - 6 ☐ 7 and above

Section B

Instruction: Please circle to indicate how much you agree or disagree with each of the statement below, according to the following scale:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
1	2	3	4	5			
No	Descriptive Item		1	2	3	4	5
1	I feel certain about how much authority I have.		1	2	3	4	5
2	I have clear, planned objectives for my job.		1	2	3	4	5
3	I know that I have divided my time properly.		1	2	3	4	5
4	I know what my responsibilities are.		1	2	3	4	5
5	I know exactly what is expected of me.		1	2	3	4	5
6	I receive clear explanation of what has to done.		1	2	3	4	5

Section C

Instruction: Please circle to indicate how much you agree or disagree with each of the statement below, according to the following scale:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
	1	2	3	4	5	
No	Descriptive Item					
1	I have to do things that should be done differently.	1	2	3	4	5
2	I receive an assignment without the manpower to complete it.	1	2	3	4	5
3	I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5
4	I have to work with two or more group who operate quite differently	1	2	3	4	5
5	I receive incompatible requests from two or more people.	1	2	3	4	5
6	I do things that are apt to be accepted by one person and not accepted by others.	1	2	3	4	5
7	I receive an assignment without adequate resources and material to execute it.	1	2	3	4	5
8	I work on unnecessary things.	1	2	3	4	5

Section D

Instruction: Please circle to indicate how much you agree or disagree with each of the statement below, according to the following scale:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
No	Descriptive Item				
	1	2	3	4	5
1	My job requires me to learn new things.				
2	My job requires a high level of skill.				
3	My job gives me the freedom to decide how I want to do my job.				
4	My job requires that I do things over and over				
5	My job allows me to make decisions about what methods I use to complete my work				

Section E

Instruction: Please circle to indicate how much you agree or disagree with each of the statement below, according to the following scale:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
No	Descriptive Item				
	1	2	3	4	5
1	My organization values my contribution to its well-being				
2	My organization considers my goals and values.				
3	My organization would understand a long absence due to my illness.				
4	My leader is concerned about the welfare of the people that work for him or her.				

Section F

Instruction: Please circle to indicate how much you agree or disagree with each of the statement below, according to the following scale:

Strongly disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree				
1	2	3	4	5	6	7				
No	Descriptive Item			1	2	3	4	5	6	7
1	I managed to plan my work so that it was done on time.			1	2	3	4	5	6	7
2	I was able to perform my work well with minimal time and effort			1	2	3	4	5	6	7
3	I was able to separate main issues from side issues at work.			1	2	3	4	5	6	7
4	I kept in mind the results that I had to achieve in my work.			1	2	3	4	5	6	7
5	I worked at keeping my job knowledge up-to-date.			1	2	3	4	5	6	7
6	I usually program and arrange the progress of my job			1	2	3	4	5	6	7

Thank you for your kind cooperation and valuable time



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APPENDIXB

RESPONDENTS' PROFILE

Statistics

	Gender	Age	Marital	Race	Religion	Hel	Lworking
N	Valid	123	123	123	123	123	123
	Missing	0	0	0	0	0	0

Frequency Table

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	101	82.1	82.1	82.1
Valid Female	22	17.9	17.9	100.0
Total	123	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
22 - 25	92	74.8	74.8	74.8
26 - 29	7	5.7	5.7	80.5
30 - 33	9	7.3	7.3	87.8
Valid 34 - 37	8	6.5	6.5	94.3
38 and above	7	5.7	5.7	100.0
Total	123	100.0	100.0	

Marital

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	46	37.4	37.4	37.4
Valid Married	77	62.6	62.6	100.0
Total	123	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	41	33.3	33.3	33.3
Chinese	14	11.4	11.4	44.7
Indian	68	55.3	55.3	100.0
Total	123	100.0	100.0	

Religion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Islam	41	33.3	33.3	33.3
Hindu	11	8.9	8.9	42.3
Christian	10	8.1	8.1	50.4
Buddha	61	49.6	49.6	100.0
Total	123	100.0	100.0	

Highest Level of Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Cert/Diploma	17	13.8	13.8	13.8
Degree	97	78.9	78.9	92.7
Master/ PhD	9	7.3	7.3	100.0
Total	123	100.0	100.0	

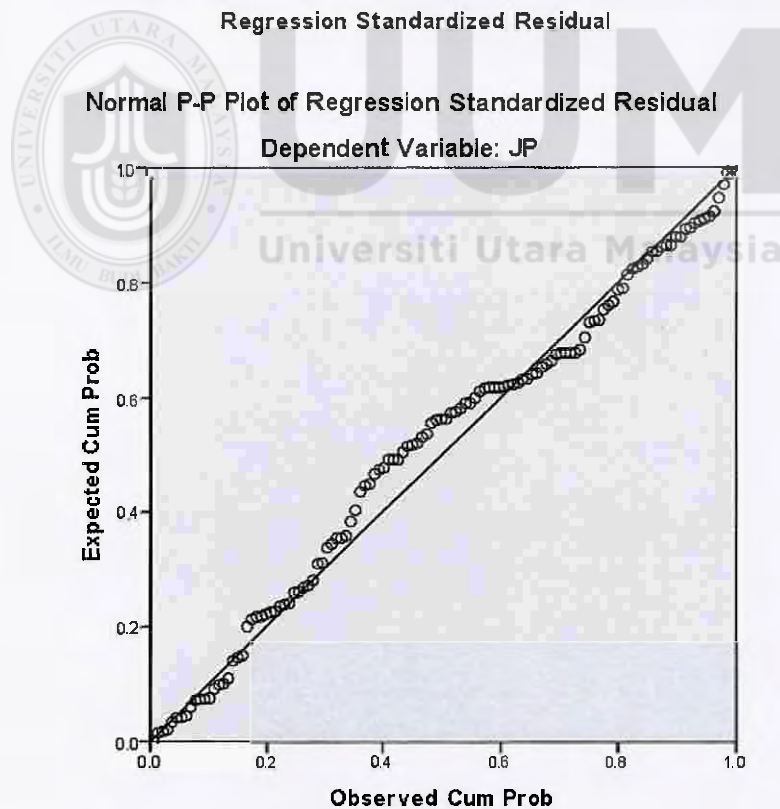
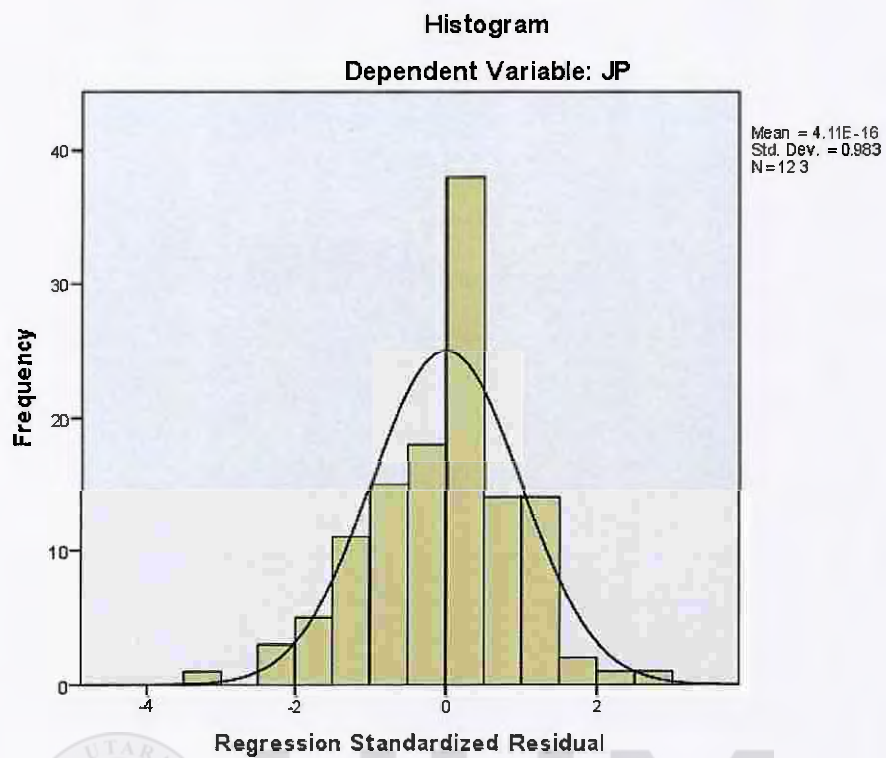
Years of Working Experience

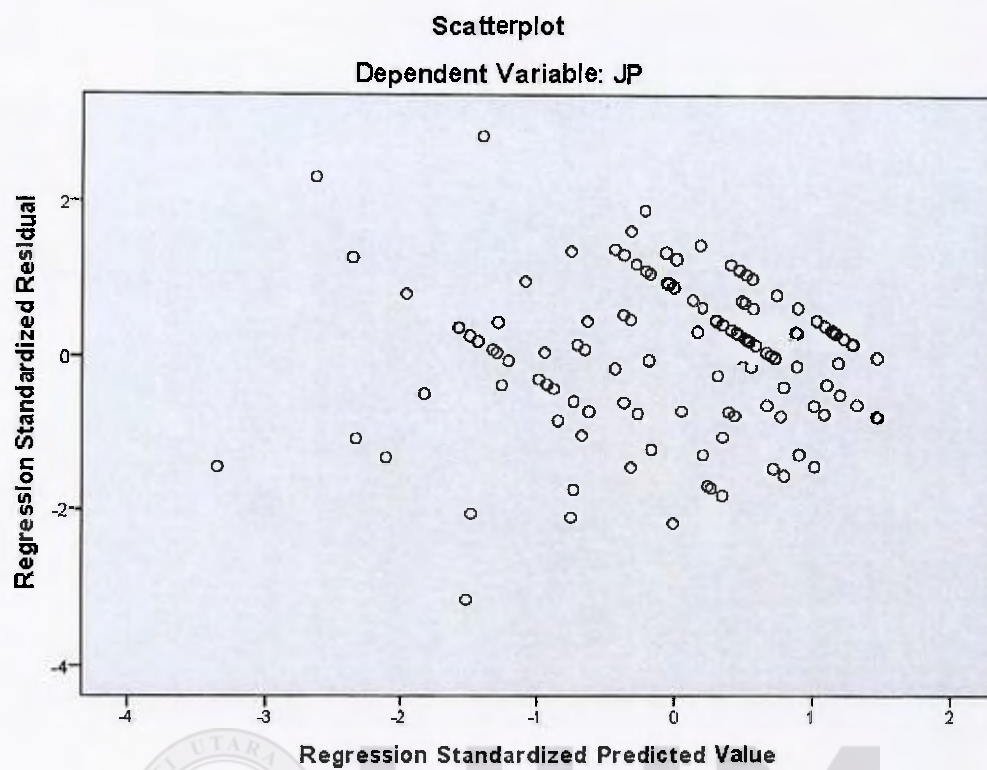
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 3	32	26.0	26.0	26.0
4 – 6	55	44.7	44.7	70.7
7 and above	36	29.3	29.3	100.0
Total	123	100.0	100.0	

APPENDIXC

DESCRIPTIVE STATISTICS

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
RA1	123	1.223	.218	2.339	.433
RA2	123	1.344	.218	2.258	.433
RA3	123	1.148	.218	1.791	.433
RA4	123	1.414	.218	2.982	.433
RA5	123	1.495	.218	3.494	.433
RA6	123	1.540	.218	3.081	.433
RC1	123	.986	.218	1.688	.433
RC2	123	1.229	.218	1.435	.433
RC3	123	1.322	.218	2.700	.433
RC4	123	1.619	.218	4.647	.433
RC5	123	1.240	.218	1.501	.433
RC6	123	1.619	.218	4.647	.433
RC7	123	1.632	.218	4.808	.433
RC8	123	1.240	.218	1.501	.433
JC1	123	-.554	.218	-.141	.433
JC2	123	-.902	.218	-.015	.433
JC3	123	-.821	.218	.341	.433
JC4	123	-.691	.218	-.244	.433
JC5	123	-.761	.218	.036	.433
OS1	123	-1.045	.218	1.624	.433
OS2	123	-1.239	.218	1.310	.433
OS3	123	-1.358	.218	2.513	.433
OS4	123	-1.662	.218	4.266	.433
JP1	123	-.491	.218	-.168	.433
JP2	123	-1.090	.218	.709	.433
JP3	123	-.661	.218	.711	.433
JP4	123	-1.136	.218	1.151	.433
JP5	123	-1.062	.218	.661	.433
JP6	123	-1.090	.218	.709	.433
ValidN (listwise)	123				





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APPENDIXD

STATISTICAL ANALYSIS

Correlations

		RA	RC	JC	OS	JP
RA	Pearson Correlation	1	.463**	-.909**	-.414**	-.613**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	123	123	123	123	123
RC	Pearson Correlation	.463**	1	-.418**	-.916**	-.431**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	123	123	123	123	123
JC	Pearson Correlation	-.909**	-.418**	1	.406**	.704**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	123	123	123	123	123
OS	Pearson Correlation	-.414**	-.916**	.406**	1	.336**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	123	123	123	123	123
JP	Pearson Correlation	-.613**	-.431**	.704**	.336**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	123	123	123	123	123

** . Correlation is significant at the 0.01 level (2-tailed).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.016	1.038		1.943	.054
1 RA	.322	.141	.345	2.277	.025
RC	-.555	.129	-.673	-4.290	.000
JC	1.045	.163	.948	6.411	.000
OS	-.400	.117	-.524	-3.415	.001

a. Dependent Variable: JP